



## **Breakout Session #2: Strategic Themes (Continued)**

### **Operational Excellence**

**8:00 - 9:30**

**November 5, 2009**

# Session Objectives

- **Present Strategic Theme Goals, Objectives, Performance Gaps, and Proposed Measures**
- **Provide feedback to the Strategic Council**
- **Identify individual role in executing the Strategic Theme**

# Agenda

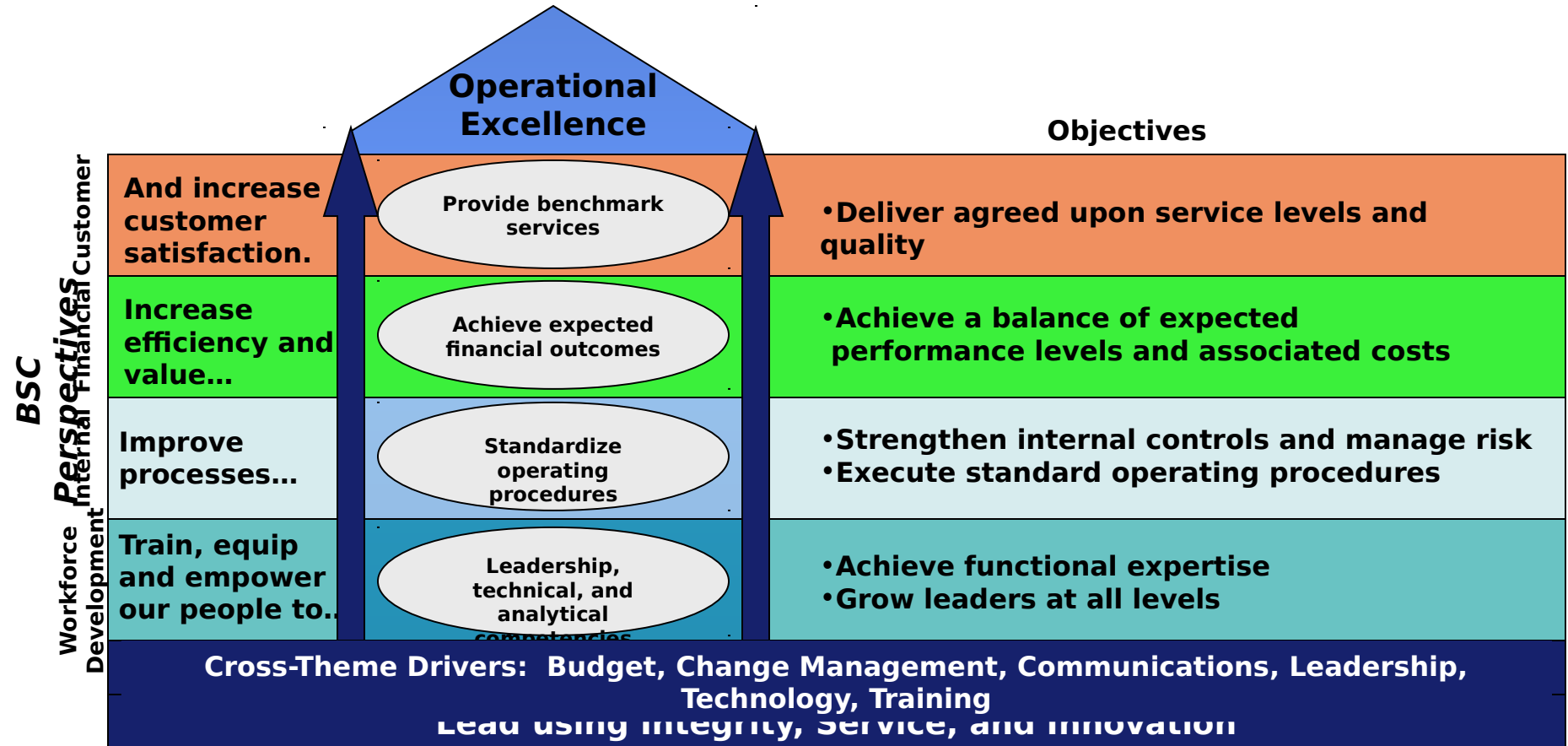
- **Presentation on Gaps and Measures**
- **Q & A Discussion**
- **Team Activity: Closing the Gaps**
- **Individual Activity: Ensuring Success**

# Operational Excellence

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**Goal:** Deliver first-class products and customer service

**Intent:** Achieve superior results through a high-performing workforce, analytical capabilities, and standardized procedures.



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## Objectives

## Gaps

Provide benchmark services	Deliver agreed upon service levels and quality	<ul style="list-style-type: none"> <li>• Lack of Enterprise Service Level Standards, quantified at the operational level, with appropriate tracking mechanisms in place</li> <li>• Insufficient collaboration with customers to establish Standards</li> <li>• Limited enhanced training to customers in support of benchmark performance</li> </ul>
Achieve expected financial outcomes	Achieve balance of agreed upon performance levels and associated costs	<ul style="list-style-type: none"> <li>• No common definition and understanding of productivity and inconsistent treatment across agency</li> </ul>
Standardize operating procedures	Strengthen internal controls and manage risk  Execute standard operating procedures	<ul style="list-style-type: none"> <li>• Inconsistent application of risk management methodologies (managing process models and internal controls)</li> <li>• Lack of proactive CONOPS to promote audit expectations and deliverables to drive Department-wide audit readiness</li> <li>• Inconsistent methodology for documenting SOPs and implementing them across the agency</li> <li>• Insufficient business intelligence capability to improve operations excellence (gathering, tracking, analysis, and identifying opportunities) and improve the Client</li> </ul>
Leadership, technical, and analytical competencies	Achieve functional expertise  Grow leaders at all levels	<ul style="list-style-type: none"> <li>• Exec/customer collaboration</li> <li>• Lack of unique competencies and proficiencies necessary to support strategic priorities</li> <li>• Lack of universal technical and analytical competency capability/stability</li> <li>• Lack of agency culture that makes "growing leaders" everyone's responsibility to ensure employees are willing, able and motivated to take the initiative to assume more leader responsibilities</li> <li>• Heavy reliance on select few leaders</li> </ul>

# Operational Excellence

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	Objectives	Gaps	Measures
Provide benchmark services	Deliver agreed upon service levels and quality	<ul style="list-style-type: none"> <li>Lack of Enterprise Service Level Standards, quantified at the operational level, with appropriate tracking mechanisms in place</li> <li>Insufficient collaboration with customers to establish Standards</li> <li>Limited enhanced training to customers in support of benchmark performance</li> </ul>	<ul style="list-style-type: none"> <li>Performance against Enterprise Service Level Standards</li> </ul> <p>* scope is dependant on ESLS milestones</p>
Achieve expected financial outcomes	Achieve balance of agreed upon performance levels and associated costs	<ul style="list-style-type: none"> <li>No common definition and understanding of productivity and inconsistent treatment across agency</li> </ul>	<ul style="list-style-type: none"> <li>% Variance to Planned Productivity by customer and output</li> </ul> <p>* scope is dependant on productivity milestones</p>
Standardize operating procedures	Strengthen internal controls and manage risk  Execute standard operating procedures	<ul style="list-style-type: none"> <li>Inconsistent application of risk management methodologies (managing process models and internal controls)</li> <li>Lack of proactive CONOPS to promote audit expectations and deliverables to drive Department-wide audit readiness</li> <li>Inconsistent methodology for documenting SOPs and implementing them across the agency</li> <li>Insufficient business intelligence capability to improve operations excellence (gathering, tracking, analysis, and identifying opportunities) and improve the Client Exec/customer collaboration</li> </ul>	<ul style="list-style-type: none"> <li>% of key controls that are owned, documented, tested, validated, and operating within tolerance threshold levels</li> <li>% of programs/processes executing standard operating procedures</li> <li>% of audit readiness measured against financial improvement plans (FIP)</li> </ul>
Leadership, technical, and analytical competencies	Achieve functional expertise  Grow leaders at all levels	<ul style="list-style-type: none"> <li>Lack of unique competencies and proficiencies necessary to support strategic priorities</li> <li>Lack of universal technical and analytical competency capability/stability</li> <li>Lack of agency culture that makes "growing leaders" everyone's responsibility to ensure employees are willing, able and motivated to take the initiative to assume more leader responsibilities</li> <li>Heavy reliance on select few leaders</li> </ul>	<ul style="list-style-type: none"> <li>% employees supporting a strategic priority who have met or exceeded the proficiency level for the technical and analytical competencies for that priority</li> <li>% of employees actively participating in or have completed a leadership program</li> </ul>

# Questions?



# **Team Activity: Closing the Gaps**

- **Each team will:**

- ✓ **Identify 1-2 examples in the workplace where a gap has been a barrier in the past**
- ✓ **Identify how the closing of this performance gap is necessary to achieve the vision**

- **Each team will brief the room on their results**

# Team Activity: Closing the Gaps

**Examples of how gap  
has been a barrier in the past**

**Closing gap is necessary  
to achieve the vision because...**

**Gap 2**

**Gap 1**

# Participant Activity: Ensuring Success

**Spend several minutes individually recording your thoughts on how this Theme affects you as a leader. *What is my role in ensuring the success of this Strategic Theme?***

***How will this Strategic Theme guide my decisions?***

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